



# **Performance Measures: Shifting the Focus**

**A Proposal on Performance Measures, Outcomes, and Indicators**

**Prepared by  
Michigan Community Development Directors Association (MCDDA)**

**October 2004**



## Michigan Community Development Directors Association *Building The Future Of Michigan's Communities*

*Chairperson*  
William Hatley  
City of Lincoln Park

October 1, 2004

*Vice Chairperson*  
James Gilbert  
City of Westland

TO: U.S. Department of Housing and Urban Development, MCDDA Members,  
Michigan Entitlement Communities, and Interested Parties

*Secretary*  
Bruce Bos  
City of Holland.

FROM: William Hatley, MCDDA Chairperson

*Treasurer*  
Cheri Standfest  
City of Midland

SUBJECT: MCDDA's Performance Measures proposal

*Past Chairperson*  
Rochelle Katz  
Township of Redford

Please find attached a copy of the Performance Measures proposal from Michigan Community Development Directors Association (MCDDA). This document was approved by the MCDDA membership during the annual conference on September 24, 2004.

*Board Members*  
Connie Bohatch  
City of Grand Rapids

This proposal has been developed over the last nine months by the MCDDA board of directors, with active participation from MCDDA members and communities, the Detroit office of the U.S. Department of Housing and Urban Development (HUD) and the Michigan State Housing Development Authority (MSHDA).

I.J. Campbell  
City of Roseville

The proposal is a response to HUD's Notice CPD – 03-09, issued on September 3, 2003, that strongly encouraged each CPD formula grantee to develop and use a state or local performance measurement system. The purpose of this proposal is to provide Michigan's entitlement communities with a range of suggested outcomes, and to select those that may suit their own programs where appropriate

Michelle DaRos  
City of Dearborn

Chrisann Krohn  
City of Port Huron

Carla Spradlin  
County of Oakland

Matthew Tepper  
City of Grosse Pointe  
Farms

*Affiliate Representatives*  
*MHRSN*  
Jack Heidenreich  
County of Wayne

MCDDA is a statewide association of community development practitioners. MCDDA was established in 1974, to help Michigan's entitlement communities to implement community development projects using the Community Development Block Grant (CDBG) program. The MCDDA mission is to provide technical assistance to entitlement communities to address community development needs. MCDDA's performance measures project is a result of CDBG representatives working together to address the changing emphasis in the block grant program through cooperation. All Michigan entitlement communities were invited to provide input into this process to identify outcomes, indicators and measurements for meeting the goals of the CDBG program. MCDDA coordinated the meetings and provided the mechanisms for representatives of entitlement communities to participate.

*MSCA*  
Ronald Crummel  
Leelanau County

If you have any questions about the MCDDA performance measures proposal or the process, please contact Naheed Huq at SEMCOG, the Southeast Michigan Council of Governments, at (313) 961-4266.

**SUITABLE LIVING ENVIRONMENT/NEIGHBORHOOD REVITALIZATION**

*A suitable living environment is a **neighborhood** characterized by a healthy real estate market, attractive public amenities, a sense of safety and security, and where residents are involved in neighborhood concerns.*

**Outcome: Increase homeownership.**

HUD Codes – 12, 13, 14

HUD Code Titles – Construction of Housing, Direct Homeownership Assistance, Rehabilitation

Regulation Citations – 570.201m, 570.201n, 507.202

**Example A**

Output: Construction/substantial rehabilitation of XX single-family homes.

Indicator: Neighborhood property values will increase XX% in XX years OR

Indicator: Housing opportunities will increase by XX by (date).

Measurement: Comparison of City Assessor records of median property values before the new construction project, and XX years after, OR

Measurement: Increased number of homes available for purchase in the neighborhood.

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**Outcome: Increase supportive rental units.**

HUD Codes – 12, 13, 14

HUD Code Titles – Construction of Housing, Direct Homeownership Assistance, Rehabilitation

Regulation Citations – 570.201m, 570.201n, 507.202

**Example A**

Output: Permanent supportive housing rental units.

Indicator: The # of permanent supportive housing rental units will increase by XX units by (date).

Measurement: # of permanent supportive housing rental units.

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## MCDDA Performance Measures Proposal

### **Outcome: Improve housing conditions for homeowners and renters.**

HUD Codes – 12, 14, 15

HUD Code Titles – Construction of Housing, Rehabilitation, Code Enforcement

Regulation Citations – 570.201m, 570.202, 570.202c

#### **Example A**

Output: XX residential structures brought into compliance with the Housing Code.

Indicator: XX% of the residential structures classified with moderate to severe deterioration will be brought into compliance with the City Housing Code within XX period, OR

Indicator: XX% of Housing Code violations will be brought into compliance, OR

Indicator: Decrease housing code violations by XX% by (date).

Measurement: Compliance rate - # of structures brought into compliance.

#### **Example B**

Output: The exteriors of XX owner-occupied-family homes brought up to Housing Code standards through code enforcement.

Indicator: The rate of Housing Code compliance among owner-occupied homes will increase from XX% to XX% in XX period.

Measurement: Survey of code compliance rates before and after implementation of the program, OR

Measurement: Review and analysis of data from the Housing Inspection database, OR

Measurement: Analysis of pre-rehab and post-rehab structure photographs.

#### **Example C**

Output: XX units of rental housing brought up to Housing Code standards.

Indicator: The rate of Housing Code compliance among rental properties in the targeted blocks will increase from XX% to XX% by (date).

Measurement: Program database, OR

Measurement: Review and analysis of data from the Housing Inspection database.

## MCDDA Performance Measures Proposal

### **Outcome: Increase the marketability and value of homes treated for lead.**

HUD Code – 14I

HUD Code Title – Lead-Based Paint Hazard Reduction

Regulation Citation – 570.202d

#### **Example A**

Output: XX units of owner- and renter-occupied housing with lead hazards treated with interim controls and/or abatement procedures.

Indicator: Of the XX units of housing identified to receive abatement procedures, XX% will be certified as lead safe by (date).

Measurement: The number of housing units identified for treatment and the number of housing units treated and certified as lead-safe.

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### **Outcome: Improve the functionality and appearance of public infrastructure.**

HUD Codes – 03, 03J, 03K, 03L

HUD Code Titles – Public Facilities and Improvements (General), Water/Sewer Improvements, Street Improvements, Sidewalks

Regulation Citations – 570.201c

#### **Example A**

Output: XX water/sewer improvements.

Indicator: Reduce the frequency in water main breaks by XX or XX% by (date) OR

Indicator: Reduce the cost of water main repairs by XX dollars by (date).

Measurement: Maintenance/repair costs.

#### **Example B**

Output: XX sidewalk improvements.

Indicator: XX% reduction in the number of “trip” joints, OR

Indicator: XX% increase in the number of curb cuts, OR

Indicator: XX% reduction in number of legal actions brought against the governmental unit.

Measurement: The number of trip joints, curb cuts, or legal actions OR

Measurement: The % of streets brought above “critical condition.” (PCI Rate)

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## MCDDA Performance Measures Proposal

**Outcome:** Increase and/or improve safe and attractive community facilities and green spaces.

**Alternative Outcome:** Increase and/or improve community facilities, green spaces, and neighborhood commercial districts.

HUD Codes: 03A, 03B, 03D, 03E, 03F

HUD Code Titles: Senior Centers, Handicapped Centers, Youth Centers, Neighborhood Facilities, Parks and Recreational Facilities

Regulation Citations: 570.201c

### **Example A**

Output: Construction of one (1) multi-purpose community center.

Indicator: Of the XX people surveyed, XX% state their community has improved in being considered safe and attractive.

Measurement: Survey.

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**Outcome:** Increase recreational opportunities for neighborhood residents.

HUD Codes: 03F, 03E

HUD Code Titles: Parks and Recreational Facilities, Neighborhood Facilities

Regulation Citations: 570.201c

### **Example A**

Output: Completion or substantial improvements to one (1) sports/recreation field.

Indicator: Significant number of new users OR

Indicator: XX% increase in the programmed and informal use of the field over XX period.

Measurement: Participation of area youth in existing recreational softball and soccer leagues. Record of softball and soccer league usage (count of games, practices, number of participants, etc.), and survey of non-league usage.

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## MCDDA Performance Measures Proposal

**Outcome: Reduce crime and increase public safety.**

HUD Code – 05

HUD Code Title – Crime Awareness

Regulation Citation – 570.201e

**Example A**

Output: XX home security surveys conducted.

Indicator: XX% decrease in the number of burglaries and other thefts in X area in XX period.

Measurement: Comparison of crime statistics prior to the home surveys and crime statistics XX period after the project was completed.

**Example B**

Output: Closed XX number of drug locations.

Indicator: Of the known XX number of known drug locations, XX will be closed.

Measurement: # of drug locations known and closed.

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**Outcome: Increase the capacity of residents to actively participate in neighborhood issues.**

**Alternative Outcome: Increase neighborhood assets and resolve neighborhood issues.**

HUD Code – 05

HUD Code Title – Public Services (General)

Regulation Citation – 570.201e

**Example A**

Output: Organize XX block clubs to address neighborhood issues.

Indicator: XX% reduction in complaints related to loud noise, junk cars, and weeds/trash over XX period OR

Indicator: Of the XX residents surveyed, XX#/% have increased satisfaction levels with their neighborhood.

Measurement: Survey of block residents regarding satisfaction levels with their neighborhood, specifically loud noise, junk cars, and weeds/trash XX period after the formation of block clubs, OR

Measurement: The number of complaints associated with loud noise, junk cars, and weeds/trash after the formation of block clubs.

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**ECONOMIC OPPORTUNITIES**

*The goal of Economic Opportunities is to build **economic power** within the neighborhood, from supporting the development of small businesses to assisting people in getting and keeping good jobs.*

**Outcome: Expand employment opportunities.**

HUD Code – 05H

HUD Code Title – Employment Training

Regulation Citation – 570.201e

**Example A**

Output: Provide XX people with job readiness and employment training.

Indicator: XX% increase in employment among the program participants, OR

Indicator: XX% increase in hourly wages among program participants.

Measurement: Comparison of participants' employment levels and/or hourly wage rates before the training (intake/application) and XX period after the training is completed (survey).

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**Outcome: Strengthen individual's ability to maintain employment.**

HUD Code – 05L

HUD Code Title – Child Care Services

Regulation Citation – 570.201e

**Example A**

Output: Subsidize XX full-time childcare placements for XX newly employed parents.

Indicator: XX% reduction in parent absenteeism at work OR --

Indicator: XX% increase in parents' length of employment

Measurement: Survey of parental satisfaction with their childcare situation, and the effect of stable childcare on their employment.

**Example B**

Output: # of individuals that improve employability skills by obtaining respite services.

Indicator: XX% of individuals will improve employability skills as a result of time spent on job searching, education, and/or appointments related to seeking or maintaining employment.

Measurement: The number of individuals reporting improved employability skills.



## MCDDA Performance Measures Proposal

**Outcome:** Increase the number and capacity of businesses that provide products and services for area residents.

HUD Code: 18A

HUD Code Title – Economic Development Direct Financial Assistance to For-Profits

Regulation Citation: 570.203b

### **Example A**

Output: Provide XX business loans to existing or new micro-enterprises.

Indicator: XX% increase in the number of occupied storefronts by XX period.

Measurement: Survey of building occupancy before and XX period after provision of the business loans. OR

Measurement: Survey of area residents on their satisfaction with the businesses in the neighborhood.

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**AFFORDABLE HOUSING**

*Affordable housing provides benefits to **individuals and families** by ensuring decent, safe, and sanitary housing, opportunities for homeownership, affordability, and a range of housing choices.*

**Outcome: Increase affordable and high quality homeowner and rental units.**

HUD Code – 12, 13, 14

HUD Code Title – Construction of Housing, Direct Homeownership Assistance, Rehabilitation

Regulation Citation – 570.201m, 570.201n, 570.202

**Example A**

Output: Construction/substantial rehabilitation of XX new single-family homes.

Indicator: XX% of the families buying homes through the program will report a significant increase in quality and affordability, compared to their previous housing situationm OR

Indicator: Homeownership among LMI persons will increase by X%.

Measurement: Evaluation of the previous housing situations through on-site visits (before the move) and/or a survey (after the move) of the new homebuyers, OR

Indicator: Homeownership census data.

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**Outcome: Decrease impediments to homeownership and rental housing.**

HUD Code – 12, 13, 14, 21

HUD Code Title – Construction of Housing, Direct Homeownership Assistance, Rehabilitation, Fair Housing Activities

Regulation Citation – 570.201m, 570.201n, 570.202, 570.206

**Example A**

Output: Foreclosures prevented.

Indicator: Of the XX of homeowners requiring foreclosure prevention assistance, XX/XX% were able to maintain homeownership.

Measurement: The number of homeowners seeking foreclosure prevention assistance and the number of those that succeeded.

## MCDDA Performance Measures Proposal

### Example B

Output: XX households purchase their first home with downpayment assistance.

Indicator: The homeownership rate will increase from XX% to XX% in XX years OR

Indicator: Of the XX households that apply for downpayment assistance, XX will purchase their first home.

Measurement: Survey of homeownership rates OR –

Measurement: Evaluate the number of households that purchased a home for the first time.

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**Outcome: Improve housing conditions for homeowners and renters.**

HUD Code – 14, 15

HUD Code Title – Rehabilitation, Code Enforcement

Regulation Citation – 570.202, 570.202c

### Example A

Output: XX owner-occupant homes are rehabilitated to meet basic health and safety standards.

Indicator: XX% of the homeowners whose homes were rehabilitated will report a moderate to significant improvement in their living conditions.

Measurement: Post rehabilitation survey of homeowners.

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**Outcome: Reduce cost burden for homeowners and renters.**

HUD Code –12, 14, 14F

HUD Code Title – Construction of Housing, Rehabilitation, Energy Efficiency Improvements

Regulation Citation – 570.201m, 570.202, 507.202

### Example A

Output: Buildings acquired and rehabilitated through funding from the jurisdiction.

Indicator: XX% of the renters who move into the rehabilitated units report a reduction of their monthly shelter costs to 30% of income.

Measurement: Comparison of the rental applications (with existing rental costs) and the rents in the rehabilitated units against the household's income.

## MCDDA Performance Measures Proposal

### Example B

Output: XX units of owner- and renter-occupied housing receive up to \$X,XXX in energy improvements.

Indicator: XX% of the assisted units will see a XX% reduction in their heating bills in the XX (e.g. first, second) year following completion.

Measurement: Survey of program participants XX (e.g. one, two) years after the work was completed. OR

Measurement: Contact the utility company for a comparison of BTUs used before and after the weatherization work was done.

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**Outcome: Reduce or eliminate lead burdens in children under the age of six.**

HUD Code: 14I

HUD Code Title: Lead-based Paint Hazard Reduction

Regulation Citation: 570.202

### Example A

Output: XX units of owner- and renter-occupied housing with lead hazards are treated with interim controls and/or abatement procedures.

Indicator: XX% of the children under age six will experience a moderate to significant reduction in blood lead levels XX months after project completion.

Measurement: Analysis of pre-repair and post-repair (at XX months) blood lead levels in children under six living in the treated homes.

Measurement: Analysis of lead levels at pre-repair and post-repair stages in home.

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**END CHRONIC HOMELESSNESS**

*Chronic homelessness requires a dual approach of **affordable housing and supportive services**.*

**Outcome: Increase permanent supportive housing for people with disabilities and those at risk for homelessness.**

HUD Code: 05

HUD Code Title: Handicapped Services, Youth Services, Battered and Abused Services

Regulation Citation: 570.201e

**Example A**

Output: Construction/substantial rehabilitation of XX units of permanent supportive housing.

Indicator: XX% decrease in the rate of chronic homeless persons seeking emergency shelters, OR

Indicator: XX% reduction in hospitalizations among people housed in the project.

Measurement: Central database of people housed every night in shelters OR

Measurement: Comparison of case management files for people housed in the project over XX period.

**INDEPENDENCE AND LIFE ENRICHMENT**

*Independence and life enrichment focuses on the human element of community development. It recognizes that investment in **people**, particularly youth, seniors, and families at risk, is a key component of healthy neighborhoods.*

**Outcome: Increase academic success and/or developmental assets in children and youth.**

HUD Code – 05D

HUD Code Title – Youth Services, Public Services (General)

Regulation Citation – 570.201e, 570.201e

**Example A**

Output: XX youth satisfactorily complete the “X” youth program.

Indicator: XX% of the youth will report gains in XX of XX performance measures upon completion of the program.

Measurement: Survey of program participants on (*for example*): 1) educational achievement, 2) respectful relationships, 3) conflict resolution, 4) improved job readiness, and 5) career goal development.

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**Outcome: Enhance job readiness skills and employability of youth.**

HUD Code – 05D

HUD Code Title – Youth Services, Public Services (General)

Regulation Citation – 570.201e, 570.201e

**Example A**

Output: XX participants will complete the training and demonstrate job-readiness skills.

Indicator: XX% of participants will get and keep a job for XX period.

Measurement: Survey of participants at XX period and XX period to determine length of employment.

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## MCDDA Performance Measures Proposal

**Outcome:** Increase involvement of seniors and persons with disabilities in community activities.  
**Alternative Outcome:** Enrich the lives of seniors through increased involvement in community activities.

HUD Code – 03, 05, 05A,

HUD Code Title – Removal of Architectural Barriers, Senior Services, Public Services (General)

Regulation Citation – 570.201k, 570.201e, 570.201e

### **Example A**

Output: XX seniors volunteer in local human service organizations or Police Department for a total of XX hours of donated service annually.

Indicator: XX% of volunteers will report a sense of personal satisfaction by realizing XX of XX goals.

Measurement: Survey of program participants on (*for example*): 1) feeling of usefulness or of being needed, 2) developing fulfilling personal relationships outside the home, and 3) improving personal skills.

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**Outcome:** Sustain independent living for seniors and those with disabilities.

**Alternative outcome:** Sustain independent living for seniors.

HUD Code – 03, 05, 05A, 12, 14

HUD Code Title – Removal of Architectural Barriers, Senior Services, Public Services (General), Construction of Housing, Rehabilitation.

Regulation Citation – 570.201k, 570.201e, 570.201e, 570.201m, 570.202

### **Example A**

Output: XX seniors will develop a housing independence plan.

Indicator: XX% of the clients will maintain independent living by (date).

Measurement: Staff analysis of program participants' success in (*for example*): 1) maintaining or improving health, 2) level of independence, 3) safety of home environment, 4) maintaining needed utilities, 5) staying on a budget, and 6) maintaining proper food intake.

### **Example B**

Output: XX persons with disabilities qualify for accessibility improvements and receive access modifications.

Indicator: XX% of the clients will report an increase in their ability to conduct daily living activities and maintain independent living for XX period.

Measurement: Analysis of self-assessments, organization files, and client surveys.

## MCDDA Performance Measures Proposal

### **Example C**

Output: Construction of XX handicap curb ramps in compliance with the Americans with Disabilities Act (ADA) Title II.

Indicator: XX% increase in the number of curb cuts in compliance with ADA.

Measurement: Engineering survey of pre-existing raised curbs, XX of curb cuts constructed in XX period.

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**Outcome: Increase parent skill development and family independence.**

HUD Code – 05

HUD Code Title – Public Services (General)

Regulation Citation – 570.201e

### **Example A**

Output: XX participants successfully complete a series of classes in how to parent children with disabilities.

Indicator: XX% of the participants will report 3 or more significant lessons they can use to improve their parenting skills.

Measurement: Comparison of a pre-test of participants' knowledge and a post-test of participants' lessons, and a follow-up survey XX period later to determine extent of learning retention.

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**Outcome: Improve the health and safety of families at risk.**

HUD Code – 05, 05G

HUD Code Title – Public Services (General), Battered and Abused Spouses

Regulation Citation – 570.201e

### **Example A**

Output: XX women and their children reside in the shelter for XX days or more and complete two of their three primary goals.

Indicator: XX% of the program graduates will live in safer housing for XX period.

Measurement: Follow-up survey of program graduates at XX months and XX months to determine current living situation.

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